

**Six-Year Plans - Part I (2018): 2018-20 through 2022-24**

**Due: July 12, 2018**

**Institution:**

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**Individual responsible for plan**

**Name:**

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**Six-Year Plans - Part I (2018): 2018-20 through 2022-24**  
**Virginia Commonwealth University**  
**ACADEMIC AND FINANCIAL PLAN**

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2018-2024)," please provide titles to identify strategies (for the three biennia of this six-year period) associated with goals in the Virginia Plan. Please use this title to identify a more detailed description of the strategy in the separate Word document (Part II - Narrative).

Priority Ranking	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2018-2024)										Narrative	Narrative				
	Biennium 2018-2020 (7/1/18-6/30/20)															
	Strategies (Short Title)	VP Goal	Cost: Incremental, Savings, Reallocation													
			2018-2019		2019-2020		2018-2019 (revised)		2019-2020 (revised)							
Total Amount			Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue							
A 1	Transform the Undergraduate Curriculum to Ensure We Offer a 21st Century Learning Experience	1,2	Incremental:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	New strategic priority established as part of VCU's latest strategic plan, Quest 2025: Together We Transform. Incremental costs associated with selected course redesign working with the National Center for Academic Transformation (NCAT).	New strategic priority established as part of VCU's latest strategic plan, Quest 2025: Together We Transform. Incremental costs associated with selected course redesign working with the National Center for Academic Transformation (NCAT).	
R 2	Decrease Student Debt through Targeted Initiatives (Formerly appeared as "Increase Student Financial Aid with Additional Need-based Aid, Availability of Scholarships and Expanded Graduate Student Assistantships & Stipends")	1,2	Incremental:	\$5,610,719	\$5,610,719	\$9,641,615	\$9,641,615	\$6,056,000	\$6,056,000	\$9,056,000	\$9,056,000	\$0	\$0	Strategic focus broadened from addressing only financial aid to addressing student debt and multiple factors contributing to rising UG debt levels, including growth in out-of-state and international enrollment, expanded online enrollment, increases in philanthropic scholarships, and continued increase in funds available to UG need-based students, fund 4th cohort of Virginia Merit Award scholarship and increase GSA stipend amount.	Strategic focus broadened from addressing only financial aid to addressing student debt and multiple factors contributing to rising UG debt levels, including growth in out-of-state and international enrollment, expanded online enrollment, increases in philanthropic scholarships, and continued increase in funds available to UG need-based students, fund 4th cohort of Virginia Merit Award scholarship and increase GSA stipend amount.	
4	Implement REAL Activities and Measure Impact	1,2,4	Incremental:	\$0	\$0	\$0	\$0	\$0	\$0	\$183,460	\$183,460	\$0	\$0	Support implementation of Relevant Experiential and Applied Learning (REAL) activities and begin to measure impact on student progression and completion arising from their participation	Support implementation of Relevant Experiential and Applied Learning (REAL) activities and begin to measure impact on student progression and completion arising from their participation	
R 5	Enhance the University Culture Supporting Student Success, Including Improved Retention and Graduation Rates (Formerly appeared as "Strengthen Timely Degree Completion through Enhanced Student Advising and Student Support Technologies")	2,3	Incremental:	\$1,886,105	\$1,886,105	\$1,939,363	\$1,939,363	\$630,192	\$630,192	\$904,672	\$904,672	\$0	\$0	Implement final phase of Academic Advising Initiative to expand # of professional advising staff, and continue to enhance student support technologies, including EAB Campus platform	Implement final phase of Academic Advising Initiative to expand # of professional advising staff, and continue to enhance student support technologies, including EAB Campus platform	
R 6	Build and Sustain Infrastructure to Enhance Diversity, Inclusion and Equity (Formerly identified as "Continue Implementation and Expand Cores")	2,3,4	Incremental:	\$3,711,221	\$3,711,221	\$3,185,947	\$3,185,947	\$2,887,087	\$2,887,087	\$2,955,947	\$2,955,947	\$0	\$0	Formerly appeared as priority #1. Support diverse faculty recruitment and retention, visiting scholars program, postdoc fellows and research and outreach programs. One-time reallocated funds represent relocation and start-up packages for new faculty hires.	Formerly appeared as priority #1. Support diverse faculty recruitment and retention, visiting scholars program, postdoc fellows and research and outreach programs. One-time reallocated funds represent relocation and start-up packages for new faculty hires.	
R 7	Increase Maintenance Reserve (note: new O&M appears as separate priority in spreadsheet below)	3	Incremental:	\$1,000,000	\$1,000,000	\$2,000,000	\$2,000,000	\$1,000,000	\$1,000,000	\$2,000,000	\$2,000,000	\$0	\$0	Formerly appeared as priority #6. Continue strategy to steadily increase funds assigned to maintenance reserve to address backlog demands	Formerly appeared as priority #6. Continue strategy to steadily increase funds assigned to maintenance reserve to address backlog demands	
9	Strengthen Support for Massey Cancer Center	3,4	Incremental:	\$1,950,000	\$0	\$1,950,000	\$0	\$0	\$0	\$1,950,000	\$0	\$0	\$0	Formerly appeared as priority #8. Massey has received generous and continual support from the State General Assembly as Virginia's only NCI-designated cancer center and has received periodic incremental adjustments to this support. We assume a level of continuing State support that may grow over time.	Formerly appeared as priority #8. Massey has received generous and continual support from the State General Assembly as Virginia's only NCI-designated cancer center and has received periodic incremental adjustments to this support. We assume a level of continuing State support that may grow over time.	
R 8	Expand Online@VCU	1,2	Incremental:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Incorporated into revised priority #2 as one of the strategic components addressed to decrease student debt. Priority ranking #5 reassigned.	Incorporated into revised priority #2 as one of the strategic components addressed to decrease student debt. Priority ranking #8 reassigned.	
R 8	Continue to Address Inequities to Strengthen the Health and Well-being of Greater Richmond Residents (Formerly "Implement Health Equity Plan" and "Expand, Enhance and Coordinate Opioid Abuse Education, Training and Interventional Programs")	3,4	Incremental:	\$100,000	\$0	\$200,000	\$0	\$170,000	\$170,000	\$1,170,000	\$170,000	\$0	\$0	Formerly listed as priority #9 and #13. Both strategies, i.e., health equity plan and opioid addiction training, interventions and programs are subsumed as elements of a broader strategy focused on health inequities and well-being. Given opioid health crisis within Virginia, incremental funds in FY20 reflect new state support. Initiative will proceed at current operational level w/o new funding.	Formerly listed as priority #9 and #13. Both strategies, i.e., health equity plan and opioid addiction training, interventions and programs are subsumed as elements of a broader strategy focused on health inequities and well-being. Given opioid health crisis within Virginia, incremental funds in FY20 reflect new state support. Initiative will proceed at current operational level w/o new funding.	
D 11	Advance Strategic Research Opportunities (VRIF)	3	Incremental:	\$350,000	\$0	\$350,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Represented incremental funding from State General Funds assigned to VRIF awards in 2018. VCU did not receive this award so the \$s have been reassigned and the priority eliminated for the remainder of this biennium.	Represented incremental funding from State General Funds assigned to VRIF awards in 2018. VCU did not receive this award so the \$s have been reassigned and the priority eliminated for the remainder of this biennium.	
R 13	Expand, enhance and coordinate opioid abuse education, training and interventional programs	3	Incremental:	\$1,000,000	\$0	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Combined with Health Equity Plan into priority #8. Result is to eliminate #13 spot in strategic priority listing.	Combined with Health Equity Plan into priority #8. Result is to eliminate #13 spot in strategic priority listing.	
<b>Total 2018-2020 Costs</b>																
Incremental				\$15,608,045	\$12,208,045	\$20,266,925	\$16,766,925	\$10,743,279	\$10,743,279	\$18,220,079	\$15,270,079					
Savings				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0					
Reallocation				\$3,650,000	\$0	\$6,400,000	\$0	\$4,973,765	\$0	\$6,806,171	\$0					

**Six-Year Plans - Part I (2018): 2018-20 through 2022-24**  
**Virginia Commonwealth University**

**ACADEMIC AND FINANCIAL PLAN**

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2018-2024)," please provide titles to identify strategies (for the three biennia of this six-year period) associated with goals in the Virginia Plan. Please use this title to identify a more detailed description of the strategy in the separate Word document (Part II - Narrative).

Priority Ranking	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2018-2024)										Narrative	Narrative
	Biennium 2018-2020 (7/1/18-6/30/20)											
	Strategies (Short Title)	VP Goal	Cost: Incremental, Savings, Reallocation									
			2018-2019		2019-2020		2018-2019 (revised)		2019-2020 (revised)			
Total Amount			Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue			
	<b>Six-Year Financial Plan for Educational and General Programs, Incremental Operating Budget Need</b>											
	<b>2018-2020 Biennium</b>											
	<b>(Assuming No Additional General Fund)</b>											
		2018-2019		2019-2020		2018-2019 (revised)		2019-2020 (revised)				
	<b>Items</b>	<b>Total Amount</b>	<b>Amount From Tuition Revenue</b>	<b>Total Amount</b>	<b>Amount From Tuition Revenue</b>	<b>Total Amount</b>	<b>Amount From Tuition Revenue</b>	<b>Total Amount</b>	<b>Amount From Tuition Revenue</b>			
	<b>Total Incremental Cost from Academic Plan<sup>1</sup></b>	\$15,608,045	\$12,208,045	\$20,266,925	\$16,766,925	\$10,743,279	\$10,743,279	\$18,220,079	\$15,270,079			
	<b>3</b> Increase T&R Faculty Salaries <sup>2 (a)</sup>	\$5,316,109	\$2,171,296	\$9,658,702	\$5,507,732	\$5,117,178	\$5,117,178	\$13,391,351	\$11,071,702			
	T&R Faculty Salary Increase Rate <sup>3 (a)</sup>	3.0%	1.5%	3.0%	1.5%	3.0%	3.0%	3.0%	3.0%			
	<b>D 3</b> Increase Admin. Faculty Salaries <sup>2 (b)</sup>	\$1,534,714	\$790,378	\$3,115,469	\$1,604,467	\$0	\$0	\$0	\$0			
	Admin. Faculty Salary Increase Rate	3.0%	1.5%	3.0%	1.5%							
	<b>3</b> Increase Classified Staff Salaries <sup>2 (c)</sup>	\$2,796,272	\$1,440,080	\$5,676,432	\$2,923,362	\$0	\$0	\$1,889,066	\$969,757			
	Classified Salary Increase Rate	3.0%	1.5%	3.0%	1.5%			2.0%	2.0%			
	<b>3</b> Increase University Staff Salaries <sup>2 (b)</sup>	\$0	\$0	\$0	\$0	\$1,037,040	\$1,037,040	\$3,456,910	\$2,283,273			
	University Staff Salary Increase Rate	0.0%	0.0%	0.0%	0.0%	1.5%	1.5%	2.0%	2.0%			
	<b>10</b> Increase Number of Full-Time T&R Faculty <sup>4 (d)</sup> (\$)	\$896,780	\$896,780	\$3,298,868	\$3,298,868	\$279,970	\$279,970	\$1,599,795	\$1,599,795			
	Increase Number of Full-Time T&R Faculty <sup>4 (FTE)</sup>	7	0	25	0	4		18				
	Increase Number of Full-Time Admin. Faculty <sup>4 (d)</sup> (\$)	\$0	\$0	\$0	\$0							
	Increase Number of Full-Time Admin. Faculty <sup>4 (FTE)</sup>	0	0	0	0							
	<b>3</b> Increase Number of Part-Time Faculty <sup>4 (e)</sup> (\$) <sup>10</sup>	\$1,019,726	\$0	\$1,512,153	\$1,512,153	\$900,000	\$900,000	\$900,000	\$900,000			
	Increase Number of Part-Time Faculty <sup>4 (FTE)</sup> <sup>10</sup>	0	0	0	0	0	0	0	0			
	Increase Number of Classified Staff <sup>4 (d)</sup> (\$)	\$0	\$0	\$0	\$0							
	Increase Number of Classified Staff <sup>4 (FTE)</sup>	0	0	0	0							
	Increase Number of University Staff <sup>4 (d)</sup> (\$)	\$0	\$0	\$0	\$0							
	Increase Number of University Staff <sup>4 (FTE)</sup>	0	0	0	0							
	Library Enhancement <sup>4 (d)</sup> (\$)	\$0	\$0	\$0	\$0	\$413,044	\$206,522	\$826,088	\$413,044			
	Library Enhancement <sup>4 (FTE)</sup>	0	0	0	0							
	Technology Enhancement <sup>4 (d)</sup> (\$)	\$0	\$0	\$0	\$0							
	Technology Enhancement <sup>4 (FTE)</sup>	0	0	0	0							
	<b>R 11</b> O&M for New Facilities <sup>4 (d)</sup> (\$)	\$73,900	\$73,900	\$503,343	\$503,343	\$107,217	\$107,217	\$428,868	\$428,868			
	O&M for New Facilities <sup>4 (FTE)</sup>	\$0	\$0	\$0	\$0							
	Utility Cost Increase	\$0	\$0	\$0	\$0	\$224,229	\$224,229	\$448,458	\$448,458			
	NGF share of state authorized salary increase/bonus	\$0	\$0	\$0	\$0							
	Fringe/health insurance benefits increase	\$0	\$0	\$0	\$0	\$3,675,656	\$3,675,656	\$7,351,312	\$7,351,312			
	VRS increase <sup>6</sup>	\$0	\$0	\$0	\$0	\$1,300,000		\$1,300,000	\$1,300,000			
	Additional In-State Student Financial Aid From Tuition Revenue	\$0	\$0	\$0	\$0							
	Others (Specify, insert lines below)	\$0	\$0	\$0	\$0							
	Safety and Security Enhancement	\$0	\$0	\$0	\$0	\$675,000	\$491,100	\$1,350,000	\$982,200			
	<b>Total Additional Funding Need</b>	<b>\$27,245,546</b>	<b>\$17,580,479</b>	<b>\$44,031,893</b>	<b>\$32,116,851</b>	<b>\$24,472,613</b>	<b>\$22,782,191</b>	<b>\$51,161,927</b>	<b>\$43,018,488</b>			

**SCHEV Notes:**

- (1) Please ensure that these items are not double counted if they are already included in the incremental cost of the academic plan.
- (2) If planned, enter the cost of any institution-wide increase.
- (3) Enter planned annual faculty salary increase rate. Any salary increase entered here will be counted when calculating the gap to reach the 60th percentile in the future.
- (4) Enter number of FTE change over the FY2019 level in appropriate columns.

**VCU Footnotes:**

- (a) Includes funding to support not only annual merit-based increases for T&R faculty but also incremental dollars needed to cover 10% increase to base salary upon promotion. Percent of salary increase reflected on line 54 represents only the merit-based portion of these increases.
- (b) VCU employees formerly identified as "administrative" were moved to a new "university staff" classification as of 7/1/2019.
- (c) 42% of VCU classified staff elected to join the new "university staff" category effective 7/1/2019, thereby reducing the number of staff in this category.
- (d) Incremental funds to increase the average per credit hour salary for adjunct faculty to \$1,000 in FY 2019 and \$1,100 in FY 2020. No additional FTEs associated with these funds (funded from tuition revenue).
- (e) Estimated based on recent VRS webinar; future year impact is approximate

**Six-Year Plans - Part I (2018): 2018-20 through 2022-24**  
**Virginia Commonwealth University**

**Six-Year Financial Plan for Tuition and Fee Increases and Nongeneral Fund Revenue Estimates**

Items	Revised																	
	2016-2017 (Estimated)		2017-2018 (Estimated)			2018-2019 (Planned)			2019-2020 (Planned)			2017-18 (Est.)	2018-2019 (Estimated)			2019-2020 (Planned)		
	Student Charge	Total Revenue	Student Charge	Rate Increase	Total Revenue	Student Charge	Rate Increase	Total Revenue	Student Charge	Rate Increase	Total Revenue	Total Revenue	Student Charge	Rate Increase	Total Revenue	Student Charge	Rate Increase	Total Revenue
<b>E&amp;G Programs <sup>a</sup></b>																		
Undergraduate, In-State	\$10,989	\$202,352,924	\$11,483	4.5%	\$223,411,382	\$11,941	4.0%	\$234,060,147	\$12,417	4.0%	\$243,422,553	\$223,228,148	\$12,247	6.7%	\$239,918,429	\$12,737	4.0%	\$247,284,664
Undergraduate, Out-of-State	\$30,146	\$59,931,851	\$31,515	4.5%	\$56,017,208	\$32,768	4.0%	\$56,028,418	\$34,070	4.0%	\$58,269,555	\$53,514,395	\$33,555	6.5%	\$56,573,834	\$34,897	4.0%	\$58,310,825
Graduate, In-State	\$11,036	\$29,740,498	\$11,526	4.4%	\$29,077,883	\$11,986	4.0%	\$29,710,531	\$12,464	4.0%	\$30,898,952	\$28,603,698	\$25,762	6.6%	\$43,238,395	\$12,778	4.0%	\$44,565,947
Graduate, Out-of-State	\$23,164	\$28,741,168	\$24,207	4.5%	\$29,370,661	\$25,167	4.0%	\$29,710,531	\$26,166	4.0%	\$30,898,952	\$28,603,698	\$25,762	6.4%	\$30,165,961	\$26,792	4.0%	\$31,092,149
Law, In-State	\$0	\$0	\$0	%		\$0	%		\$0	%	\$0			%	\$0		%	\$0
Law, Out-of-State	\$0	\$0	\$0	%		\$0	%		\$0	%	\$0			%	\$0		%	\$0
Medicine, In-State	\$29,936	\$13,575,526	\$30,442	1.7%	\$14,486,199	\$31,658	4.0%	\$14,690,198	\$32,923	4.0%	\$15,277,806	\$14,680,764	\$31,361	3.0%	\$14,820,846	\$32,615	4.0%	\$15,275,892
Medicine, Out-of-State	\$47,761	\$17,891,109	\$49,676	4.0%	\$17,625,539	\$51,655	4.0%	\$18,028,879	\$53,713	4.0%	\$18,750,035	\$18,017,301	\$52,130	4.9%	\$18,723,228	\$54,215	4.0%	\$19,298,089
Dentistry, In-State	\$35,098	\$8,539,593	\$37,544	7.0%	\$9,767,245	\$39,044	4.0%	\$9,348,308	\$40,605	4.0%	\$9,722,240	\$9,342,304	\$40,168	7.0%	\$10,294,468	\$41,775	4.0%	\$10,610,540
Dentistry, Out-of-State	\$62,362	\$8,552,442	\$66,708	7.0%	\$10,073,700	\$69,368	4.0%	\$10,016,044	\$72,135	4.0%	\$10,416,686	\$10,009,612	\$71,323	6.9%	\$10,644,904	\$74,176	4.0%	\$10,971,735
PharmD, In-State	\$25,975	\$11,447,422	\$26,621	2.5%	\$11,627,899	\$27,684	4.0%	\$12,019,253	\$28,790	4.0%	\$12,500,023	\$12,011,534	\$27,425	3.0%	\$11,658,095	\$28,522	4.0%	\$12,016,034
PharmD, Out-of-State	\$37,994	\$3,191,646	\$38,960	2.5%	\$2,583,682	\$40,510	4.0%	\$2,670,945	\$42,123	4.0%	\$2,777,783	\$2,669,230	\$40,114	3.0%	\$3,321,752	\$41,719	4.0%	\$3,423,740
Veterinary Medicine, In-State	\$0	\$0	\$0	%		\$0	%		\$0	%	\$0			%			%	\$0
Veterinary Medicine, Out-of-State	\$0	\$0	\$0	%		\$0	%		\$0	%	\$0			%			%	\$0
<b>Other NGF <sup>a</sup></b>		\$43,109,888			\$27,176,941			\$28,520,819			\$29,186,819	\$28,600,000			\$29,288,000			\$29,288,000
Total E&G Revenue - Gross		\$427,074,068			\$441,218,340			\$456,709,629			\$474,503,181	\$441,946,973			\$468,647,912			\$482,137,615
Total E&G Revenue - Net of Financial Aid		\$407,417,548			\$418,070,757			\$430,687,046			\$445,130,598	\$418,303,769			\$442,625,329			\$452,765,032
E&G Revenue Used for Faculty Salary Increases		\$0			\$3,484,215			\$2,961,674			\$4,150,525	\$4,874,630			\$5,117,178			\$8,274,173
Average T&R Faculty Salary Increase Rate		0.00%			3.00%			3.00%			3.00%	3.00%		3.00%				3.00%
<b>Auxiliary Program</b>																		
<b>Mandatory Non-E&amp;G Fees <sup>(b)</sup></b>																		
Undergraduate	\$2,141		\$2,141	0.0%		\$2,239	4.6%		\$2,342	4.6%			\$2,243	4.8%		\$2,310	3.0%	
Graduate	\$2,107		\$2,107	0.0%		\$2,205	4.7%		\$2,308	4.7%			\$2,209	4.8%		\$2,275	3.0%	
Law	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
Medicine	\$2,492		\$2,492	0.0%		\$2,590	3.9%		\$2,693	4.0%			\$2,594	4.1%		\$2,672	3.0%	
Dentistry	\$2,977		\$2,987	0.3%		\$3,075	2.9%		\$3,178	3.3%			\$4,984	66.9%		\$5,134	3.0%	
PharmD	\$2,137		\$2,137	0.0%		\$2,235	4.6%		\$2,338	4.6%			\$2,239	4.8%		\$2,306	3.0%	
Veterinary Medicine	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
Total Auxiliary Revenue (ALL including room and board)		\$151,822,000			\$156,600,000			\$161,562,000			\$166,716,000	\$164,222,000			\$168,057,000			\$172,000,000
<b>Total Tuition and Fees</b>																		
Undergraduate, In-State	\$13,130		\$13,624	3.8%		\$14,180	4.1%		\$14,759	4.1%			\$14,490	6.4%		\$15,047	3.8%	
Undergraduate, Out-of-State	\$32,287		\$33,656	4.2%		\$35,007	4.0%		\$36,412	4.0%			\$35,798	6.4%		\$37,207	3.9%	
Graduate, In-State	\$13,143		\$13,633	3.7%		\$14,191	4.1%		\$14,772	4.1%			\$14,496	6.3%		\$15,054	3.8%	
Graduate, Out-of-State	\$25,271		\$26,314	4.1%		\$27,372	4.0%		\$28,474	4.0%			\$27,971	6.3%		\$29,068	3.9%	
Law, In-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
Law, Out-of-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
Medicine, In-State	\$32,428		\$32,934	1.6%		\$34,248	4.0%		\$35,616	4.0%			\$33,955	3.1%		\$35,287	3.9%	
Medicine, Out-of-State	\$50,253		\$52,168	3.8%		\$54,245	4.0%		\$56,406	4.0%			\$54,724	4.9%		\$56,887	4.0%	
Dentistry, In-State	\$38,075		\$40,531	6.5%		\$42,119	3.9%		\$43,783	4.0%			\$45,152	11.4%		\$46,908	3.9%	
Dentistry, Out-of-State	\$65,339		\$69,695	6.7%		\$72,443	3.9%		\$75,313	4.0%			\$76,307	9.5%		\$79,309	3.9%	
PharmD, In-State	\$28,112		\$28,758	2.3%		\$29,919	4.0%		\$31,128	4.0%			\$29,664	3.2%		\$30,828	3.9%	
PharmD, Out-of-State	\$40,131		\$41,097	2.4%		\$42,745	4.0%		\$44,461	4.0%			\$42,353	3.1%		\$44,025	3.9%	
Veterinary Medicine, In-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
Veterinary Medicine, Out-of-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
<b>Student Financial Aid (Program 108)</b>		\$19,656,520			\$23,147,583			\$26,022,583			\$29,372,583	\$23,643,204			\$26,022,583			\$29,372,583
<b>Sponsored Programs (Program 110)</b>		\$273,000,000			\$276,000,000			\$279,000,000			\$282,000,000	\$276,000,000			\$276,000,000			\$276,000,000
<b>Unique Military Activities</b>		\$0			\$0			\$0			\$0	\$0			\$0			\$0
<b>Workforce Development</b>		\$0			\$0			\$0			\$0	\$0			\$0			\$0
<b>State Health Service (Program 430)</b>		\$26,575,000			\$27,327,000			\$28,147,000			\$28,991,410	\$27,327,000			\$24,368,000			\$25,099,000

(a) tuition rates exclude E&G fees; revenue from E&G fees and tuition waivers in NGF revenues

(b) - estimated increases excluding changes related to debt service or salary increases

**Six-Year Plans - Part I (2017): 2018-20 through 2022-24**  
**Virginia Commonwealth University**

**FINANCIAL AID PLAN <sup>1</sup>**

**Note: If you do not have actual amounts for Tuition Revenue for Financial Aid by student category, please provide an estimate. If values are not distributed for Tuition Revenue for Financial Aid, a distribution may be calculated for your institution.**

**Allocation of Tuition Revenue Used for Student Financial Aid**

**\*2016-17 (Actual) Please see footnote below**

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$202,353,000	\$13,195,202	6.5%	\$13,195,202
Undergraduate, Out-of-State	\$59,932,000	\$3,801,253	6.3%	\$3,801,253
Graduate, In-State	\$29,740,000	\$1,426,797	4.8%	\$1,426,797
Graduate, Out-of-State	\$28,741,000	\$1,233,268	4.3%	\$1,233,268
First Professional, In-State	\$33,563,000	\$0	%	\$0
First Professional, Out-of-State	\$29,635,000	\$0	%	\$0
Total	\$383,964,000	\$19,656,520	5.1%	\$19,656,520
Total from Finance-T&F worksheet	\$383,964,000	\$0	%	
In-State Sub-Total	\$265,656,000	\$14,621,999	5.5%	\$14,621,999

**2017-18 (Planned)**

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$223,411,382	\$15,217,423	6.8%	\$15,217,423
Undergraduate, Out-of-State	\$56,017,208	\$4,780,160	8.0%	\$4,780,160
Graduate, In-State <sup>2</sup>	\$39,077,883	\$1,500,000	3.8%	\$1,500,000
Graduate, Out-of-State	\$29,370,661	\$1,650,000	5.6%	\$1,650,000
First Professional, In-State	\$35,881,344	\$0	%	\$0
First Professional, Out-of-State	\$30,282,922	\$0	%	\$0
Total	\$414,041,399	\$23,147,583	5.6%	\$23,147,583
Total from Finance-T&F worksheet	\$394,082,000	\$0	%	
In-State Sub-Total	\$298,370,609	\$16,717,423	5.6%	\$16,717,423
Additional In-State	\$32,714,609	\$2,095,424	6.4%	\$2,095,424

**2018-19 (Planned)**

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$234,060,147	\$17,698,623	7.6%	\$17,698,623
Undergraduate, Out-of-State	\$56,028,418	\$5,048,960	8.0%	\$5,048,960
Graduate, In-State	\$41,616,087	\$1,550,000	3.7%	\$1,550,000
Graduate, Out-of-State	\$29,710,531	\$1,725,000	5.8%	\$1,725,000
First Professional, In-State	\$36,057,759	\$0	%	\$0
First Professional, Out-of-State	\$30,715,869	\$0	%	\$0
Total	\$428,188,810	\$26,022,583	6.1%	\$26,022,583
Total from Finance-T&F worksheet	\$412,403,000	\$0	%	
In-State Sub-Total	\$311,733,993	\$19,248,623	6.2%	\$19,248,623
Additional In-State	\$13,363,384	\$2,531,200	18.9%	\$2,531,200
Additional In-State from Financial Plan		\$4,596,000	#DIV/0!	

**2019-20 (Planned)**

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$243,422,553	\$20,714,783	8.5%	\$20,714,783
Undergraduate, Out-of-State	\$58,269,555	\$5,282,800	8.0%	\$5,282,800
Graduate, In-State	\$43,280,731	\$1,600,000	3.7%	\$1,600,000
Graduate, Out-of-State	\$30,898,952	\$1,775,000	5.7%	\$1,775,000
First Professional, In-State	\$37,500,069	\$0	%	\$0
First Professional, Out-of-State	\$31,944,503	\$0	%	\$0
Total	\$445,316,362	\$29,372,583	6.6%	\$29,372,583
Total from Finance-T&F worksheet	\$430,730,000	\$0	%	
In-State Sub-Total	\$324,203,353	\$22,314,783	6.9%	\$22,314,783
Additional In-State	\$12,469,360	\$3,066,160	24.6%	\$3,066,160
Additional In-State from Financial Plan		\$7,596,000	#DIV/0!	

<sup>1</sup> Additional in-state aid identified in the Financial Plan is included in Strategy #2, and reflects a combination of \$3 million in additional need-based aid each year along with funding for the 4th cohort of the Virginia Merit Award for freshmen entering Fall 2018

<sup>2</sup> Applied the percentage ratio that matches our 2016-17 SCHEV S1/S2 Report for in-state and out-of-state graduate student populations.

*\* Please note that the totals reported here will be compared with those reported by the financial aid office on the institution's annual S1/S2 report. Since the six-year plan is estimated and the S1/S2 is "actual," the numbers do not have to match perfectly but these totals should reconcile to within a reasonable tolerance level. Please be sure that all institutional offices reporting tuition/fee revenue used for aid have the same understanding of what is to be reported for this category of aid.*

**Six-Year Plans - Part I (2018): FY2017-2018**  
**Virginia Commonwealth University**  
**ECONOMIC DEVELOPMENT: CONTRIBUTIONS (HB515)**

**Requirement:** As per § 23.1-306 (A) of the Code of Virginia each such plan and amendment to or affirmation of such plan shall include a report of the institution's active contributions to efforts to stimulate the economic development of the Commonwealth, the area in which the institution is located, and, for those institutions subject to a management agreement set forth in Article 4 (§ 23.1-1004 et seq.) of Chapter 10, the areas that lag behind the Commonwealth in terms of income, employment, and other factors.

**Special Notes:** The reporting period is FY18. The metrics serve as a menu of items that institutions should respond to as applicable and when information is available to them. Leave fields blank, if information is unavailable. Please note the narrative question at the bottom of the page. The response should be provided in a separate WORD or PDF document, as an attachment, if the Part II (Narrative) is not being updated.

**Section A: Provide information for research and development (R&D) expenditures by source of fund with a breakdown by Science and Engineering (S&E) specific and non-S&E.**

VA PLAN Strategy Reference	Section A: Research and Development (R&D) Expenditures by Source of Fund			
	Source of Funds	*S&E	Non S&E	Total
4.3	Federal Government	\$113,276,265	\$27,459,529	\$140,735,794
	State and Local Government	\$6,322,496	\$1,220,375	\$7,542,871
	Institution Funds	\$57,360,406	\$921,624	\$58,282,031
	Business	\$8,270,035	\$43,846	\$8,313,880
	Nonprofit Organizations	\$11,915,583	\$1,211,278	\$13,126,862
	All Other Sources	\$0	\$0	\$0
	<b>Total</b>	<b>\$197,144,786</b>	<b>\$30,856,652</b>	<b>\$228,001,437</b>

\* S&E - Science and Engineering

**Section B: Provide number and dollar value of grants, contracts and sub-agreements by discipline. If your institution prefers to report by industry, please contact Jean Mottley (jeanmottley@schev.edu) to assist with changes.**

VA PLAN Strategy Reference	Section B: Grants, Contracts and Sub-Agreements by Discipline						
	Discipline	Grants		Contracts		Sub-agreements	
		No.	\$ Value	No.	\$ Value	No.	\$ Value
4.3	Engineering	57	\$12,571,782	9	\$757,352	29	\$2,958,782
	Physical Science	20	\$1,916,558	1	\$60,000	2	\$323,501
	Environmental Science	4	\$486,753	0	\$0	1	\$156,489
	Computer Science	10	\$1,314,205	1	\$10,000	8	\$546,855
	Life Sciences	457	\$94,003,137	198	\$30,344,790	292	\$32,244,325
	Psych/Social	57	\$11,091,693	7	\$603,596	24	\$1,975,321
	Other Science	6	\$536,292	0	\$0	4	\$98,421
	Non-Science and Engineering (non-S&E)	52	\$58,025,856	8	\$5,223,078	80	\$15,774,933
	<b>Total</b>	<b>663</b>	<b>\$179,946,276</b>	<b>224</b>	<b>\$36,998,816</b>	<b>440</b>	<b>\$54,077,627</b>

**Section C: For the following items, provide responses in appropriate fields. Insert an X for yes/no responses. Use Number/Amount field for other information. A Comments field has been provided for any special information your institution may want to provide.**

VA PLAN Strategy Reference	Section C: General Questions	Yes	No	Number/Amount	Comments
4.1	1. Does your institution offer an innovation/ entrepreneurship/career-themed student living-learning community?	X			VCU offers 4 living-learning communities: ASPIRE (students working with community partners to address community needs); Globe (preparing students to navigate within and between global communities); LEAD (developing leadership skills); and INNOVATE (focused on entrepreneurship and product development).
4.1	2. Does your institution offer startup incubation/accelerator programs? If yes, please comment if people/companies external to the institution can access them and, if so, how.	X			VCU offers startup incubation/accelerator programs to both students and faculty. The da Vinci Center serves as a source of student startup support, while VCU Ventures provides programs to
4.2	3. Does your institution offer maker-space? If yes, please comment if people/companies external to the institution can access it and, if so, how.	X			Student maker-space is provided in the basement of Cabell Library and within the daVinci Center, both located on VCU's Monroe Park Campus. The Cabell Library space is also available to VCU faculty
4.2	4. Does your institution have an entrepreneurship center? If yes, please comment if people/companies external to the institution can access it and, if so, how.	X			VCU has two entrepreneurship centers: daVinci Center providing student entrepreneurship programs, and Innovation Gateway (IG), which facilitates commercialization of university (essentially faculty-developed) inventions and discoveries. Both come under the umbrella of VCU's Venture Creation University, housed within the Office of the Vice President for Research and Innovation. Companies and people (including VCU alumni) external to the university can access the Venture Creation University to discover opportunities to participate and support entrepreneurial activities. See <a href="https://entrepreneurship.vcu.edu/alumni-community-nav">https://entrepreneurship.vcu.edu/alumni-community-nav</a>
4.2	5. Does your institution have Entrepreneur Executive(s)-in-Residence?	X			VCU's daVinci Center has both an entrepreneur and an innovator in resident on 1 year appointments. In addition, VCU Ventures, which focuses on faculty entrepreneurial support, has an Entrepreneur-in-Residence program focused on commercialization of faculty inventions.
4.1	6. Number of students paid through externally funded research grants or contracts.			642	339 graduate students and 303 undergraduate students were paid through externally funded research grants or contracts during FY 2018
4.1	7. Number of entrepreneurship degrees/ courses/programs (credit and noncredit) offered?			60	2 degrees (BS in Business Administration & Management with an Entrepreneurship concentration and a Master's in Product Innovation); 2 UG certificates (Product Innovation and Venture Creation); 57 courses; 1 living-learning program (INNOVATE)
4.1	8. Number of academic units that have courses/programs requiring a capstone project, experiential learning activities, or internships.			13	All VCU schools and colleges have these requirements
4.1	9. Does your institution's tenure policy support commercialization? If yes, please provide brief explanation in comments section.	X			Patents, licensing and commercialization activities are included in consideration for tenure and promotion for all full-time Teaching & Research (T&R) faculty
4.2	10. Does your institution offer a seed fund that awards money to start-ups? If yes, please comment on whether it awards funding only to university-based start-ups or to the general public as well?	X			VCU Ventures is currently collaborating with regional partners to develop a small seed fund for VCU and VCUH innovations. The hope is that a portion of this fund would always focus on VCU innovations.
4.2	11. Does your institution offer translational research and/or proof of concept funding? If yes, please provide dollar amount available in FY18 in the number/amount field.	X		10 / \$300,000	10 Proof of Concept awards in FY18 from VCU's Commercialization Fund
4.1	12. Does your institution offer continuing education programs to industry? If yes, please provide dollar value or headcount for such programs in the number/amount field.	X		3,272 headcount / \$511,185 in revenues	

**Section D: Provide information for research and commercialization grants by type, number, and dollar value with a breakdown by college and department. If additional rows are needed, please contact Jean Mottley (jeanmottley@schev.edu) to assist with changes.**

VA PLAN Strategy Reference	Section D: Research and Commercialization Grants	No.	\$ Value	College	Department
4.3	SBIR - Small Business Innovation Research	3	\$477,648	Various	Various
	STTR - Small Technology Transfer Research	4	\$276,814	Various	Various
	CRCF - Commonwealth Research Commercialization Fund	3	\$300,000	Various	Various
	*VBHRC - The Catalyst	5	\$523,920	Various	Various
	Commonwealth Health Research Board	5	\$500,000	Various	Various
	VRIF - Virginia Research Investment Fund	0	\$0		

\*University must pay to be a member and collaborate with at least one other member university

**Section E. The Intellectual Property (IP) section captures information on disclosure, patent, and licensing activities. It is divided into two tables. Table 1 captures information regardless of source of funds or nature of entity to whom IP is transferred. Table 2 is required by § 23.1-102 subdivision 2 of the Code of Virginia. It details assignment of IP interests to persons or nongovernmental entities and the value of externally sponsored research funds received during the year from a person or nongovernmental entity by the institution, any foundation supporting the IP research performed by the institution, or any entity affiliated with the institution. Information is sought on research that yields IP regardless of the project's intent. Information is sought about IP transferred as a result of either basic or applied research. The table captures separate aggregate data on entities that have a principal place of business in Virginia and those with a principal place of business outside of Virginia.**

VA PLAN Strategy Reference	Section E: Part 1 - All Patent Activity for FY 2017-18	No.
4.2	1. Number of Intellectual Property disclosures received	134
	2. Number of Provisional Patent Applications filed during the year	102
	3. Number of Patent Applications filed during the year (by type)	
	Design	0
	Plant	0
	Utility	46
	Total	46
	4. Total number of Patent Applications pending (by type)	
	Design	
	Plant	
	Utility	-150
	Total	#VALUE!
	5. Number of Patents awarded during the year (by type)	
	Design	1
Plant	0	
Utility	30	
Total	31	

VA PLAN Strategy Reference	Section E: Part 2 - Other Information	Principal Place of Business in VA	Principal Place of Business outside VA
4.2	1. Value of funds from persons or nongovernmental entities to support intellectual property research	\$0	\$646,500
	2. Number of patents awarded during the year (by type) developed in whole or part from external projects funded by persons or nongovernmental entities:		
	a. Design Patent	0	0
	b. Plant Patent	0	0
	c. Utility Patent	0	3
	d. Total	0	3
	3. Number of assignments of intellectual property interests to persons or nongovernmental entities	0	0
	4. Total number of intellectual property licenses executed in FY 17-18	3	15
	5. Number of start-ups created through IP licensing in FY17-18	1	3
	6. Amount of licensing revenue in FY17-18 resulting from all intellectual property licenses	\$32,680	\$2,674,791
	7. Number of jobs created as a result of university start-ups.	30	21

**Section F: These items are VCCS specific. Please provide responses in appropriate fields. A Comments field has been provided for any special information the VCCS may want to provide.**

VA PLAN Strategy Reference	Section F: General Questions - VCCS Specific	Number	Value	Comments
4.1	1. Number and value of federal, state or private grant resources to support development of, or access to, training programs leading to workforce credentials, certifications and licensures.			
	2. Number of training programs leading to workforce certifications and licensures.			
	3. Number of students who earned industry recognized credentials stemming from training programs.			
	4. Number of industry-recognized credentials obtained, including certifications and licenses.			
	5. Number of Career/Technical Education certificates, diplomas and degrees awarded that meets regional workforce needs.			

**NARRATIVE REQUIREMENT:**

**Contributions to Economic Development** – Describe the institution's contributions to stimulate the economic development of the Commonwealth and/or area in which the institution is located. *If applicable*, the information should include:

- a. University-led or public-private partnerships in real estate and/or community redevelopment.
- b. State industries to which the institution's research efforts have direct relevance.
- c. High-impact programs designed to meet the needs of local families, community partners, and businesses.
- d. Business management/consulting assistance.

## **VCU Six-Year Plan – Part II (2018): 2018-20 through 2022-24**

### **A. Institutional Mission**

VCU revised its mission and vision statements as part of its most recent strategic planning process. The new plan, *VCU Quest 2025: Together We Transform* provides guidance toward current and future priorities for the period 2019-2025. The university submitted its rationale and justification for the proposed mission statement to SCHEV for review and approval in accordance with the January 10, 2018 policy on mission statement changes.

#### **Mission statement**

Virginia Commonwealth University and its academic health center serve as one national urban public research institution dedicated to the success and well-being of our students, patients, faculty, staff and community through:

- Real-world learning that furthers civic engagement, inquiry, discovery and innovation
- Research that expands the boundaries of new knowledge and creative expression and promotes translational applications to improve the quality of human life
- Interdisciplinary collaborations and community partnerships that advance innovation, enhance culture and economic vitality, and solve society's most complex problems
- Health sciences that preserve and restore health for all people, seek the cause and cure of diseases through groundbreaking research, and educate those who serve humanity
- Deeply engrained core values of diversity, inclusion and equity that provide a safe, trusting and supportive environment to explore, create, learn and serve

#### **Vision statement**

As a preeminent national, urban, public university and academic health center, Virginia Commonwealth University will be distinguished by its commitments to inclusion, access and excellence; innovative and transformative learning; impactful research; exceptional patient care and beneficial community impact

### **B. Additional Description of Proposed Strategies**

Strategic priorities identified as part of VCU's 2017 submission of its Six-Year Plan for the 2018-2020 biennium reflected initiatives aligned with the final year of the university's then strategic plan, *Quest for Distinction*. VCU's Part II submission identified FY18 as a transition year between an old and new strategic plan for the university, and suggested that strategic priorities could change once the institution had completed the development of its next strategic plan. Its new plan, *Quest 2025: Together We Transform* describes the next phase in VCU's continuing rise as a preeminent urban public research university distinguished by and

committed to advancing equitable access to social, economic and health success. It highlights four strategic themes:

- Student Success – Transform the lives of our distinctive and diverse students
- National Prominence – Achieve preeminence as a 21<sup>st</sup> century public, urban research university
- Collective Urban and Regional Transformation – Partner to create collective community charge
- Diversity Driving Excellence – Commit to inclusive excellence

The State appropriated an additional \$4.2M for VCU in FY20 from the general fund to address increased degree production in Data Science and Technology, Science and Engineering, Healthcare, and Education. These additional appropriations supplement and align with the following strategies:

- #A1 – Transform the Undergraduate Curriculum to Ensure We Offer a 21st Century Learning Experience
- #R2 – Decrease Student Debt through Targeted Initiatives [formerly appeared as "Increase Student Financial Aid with Additional Need-based Aid, Availability of Scholarships and Expanded Graduate Student Assistantships & Stipends"]
- #3 – Increase Faculty and Staff Salaries
- #4 – Implement REAL Activities and Measure Impact
- #R5 – Enhance the University Culture Supporting Student Success, Including Improved Retention and Graduation Rates [formerly appeared as "Strengthen Timely Degree Completion through Enhanced Student Advising and Student Support Technologies"]

### **1. Transform the undergraduate curriculum (Added)**

In his 2018 State of the University address, VCU President Michael Rao stated, “We’ll work together over the next several years to advance the undergraduate experience at VCU – one with the most innovative curriculum in the nation; one that emphasizes deeper engagement, creativity, collaboration, and adaptability. There will be greater emphasis on learning across disciplines – so students will learn not what to think but how to think as 21<sup>st</sup> century citizens.” This presidential charge represents the first of VCU’s goals under its new strategic plan. Curricular transformation is a long, complex process, requiring significant research, careful planning, creative thinking, testing of new ideas, and gaining far-reaching buy-in and commitment. The initial stage of curricular transformation will not require significant incremental investment by the institution; rather it will call for redirection of faculty and administrative effort in the early research and design phase. Funds supporting this initiative during the biennium will cover the costs of engaging with the National Center for Academic Transformation (NCAT) to help with initial course redesign and for supplemental course coverage for faculty heavily engaged in the redesign efforts. The #1

placement of this new strategic priority reflects its overall importance within the framework of VCU's update to its six-year plan.

VCU's 2017 submission identified the continued implementation and expansion of its Institute for Inclusion, Innovation and Inquiry, i.e., iCubed initiative as its first priority. This strategy now appears within revised priority R6, Build and Sustain Infrastructure to Enhance Diversity, Inclusion and Equity.

## **2. Decrease student debt through targeted initiatives (Revised)**

This priority appeared in VCU's 2017 six-year plan as "increase student financial aid..." We described a three-pronged approach to increasing financial assistance to our students, particularly for resident undergraduate students with high need: (1) provide additional need-based aid; (2) increase availability of scholarships; and (3) expand graduate student assistantships and stipends.

### Provide additional need-based aid

VCU has a long-standing tradition of attracting, educating and graduating Virginia's neediest students. Using eligibility for federally funded Pell grants as a measure of financial need, resident Pell-eligible students made up more than 31% (6,709) of the undergraduate, in state student body in 2015-2016. This number increased to 7,002 and over 32% of in state undergraduate students in fall 2017. VCU has more Pell-eligible students than its three Tier III peers combined. One measure of the institution's success has been its effectiveness at graduating Pell-eligible students at nearly the same rate as non-Pell-eligible students. Despite our success in terms of access and progression, affordability continues to be a significant concern, not only to students and their families, but also among VCU's leadership and Board of Visitors. Since FY 2015, VCU has increased financial aid to in-state undergraduate students by over \$6 million from a combination of reallocation and an increased percent of tuition revenue directed towards student aid. During the new biennium, VCU will continue to increase its undergraduate financial aid fund by \$3 million each year.

### Increase availability of scholarships

VCU will enroll the fourth cohort of approximately 750 new, incoming freshmen receiving the Virginia Merit Award in fall 2018. This award, coming from E&G funds, provides \$3,000 annually to academically competitive students for up to four years of enrollment at VCU. While need is not a factor in awarding this renewable scholarship, approximately one-third of the students in previous cohorts have been Pell-eligible.

Student scholarships have always been an important component of student financial assistance at VCU, although historically, the total funds available have been significantly less than the institution's Tier III peers because of lesser endowment levels. With an overall goal of \$750 million, the Make It Real Campaign for VCU publically launched in

fall 2016 with the institution's most aggressive fundraising effort in its history. The campaign spans a period that began with a quiet phase in July 2012 and will continue through June 2020. As of June 2018, VCU has reached 80% of its goal, having raised more than \$615 million. These funds have endowed 261 scholarships and other student support funds to date, an increase of 45 new philanthropic scholarships over the past fiscal year. While our Part I submission does not assign a financial target from development funds, VCU will add new scholarships and forms of support to our students as we continue to make progress with our fundraising efforts.

#### Expand graduate student assistantships and stipends

Research funding at VCU closely correlates with doctoral student enrollment. There is a significant positive relationship between increases in external research funding and doctoral enrollment. Each \$1 invested in graduate assistantship support correlates with \$100 in research funding. Historically, VCU lagged behind its peer institutions in both the number of graduate assistantships supported and the stipend level offered, creating a significant disadvantage when competing against peer institutions for the most promising Ph.D. students.

Recognizing the disadvantage lower stipends had created for VCU in attracting talented Ph.D. students, the Graduate School began increasing the stipend amount by \$1,000 each year, and will reach \$25,000 per funded GSA for the 2018-2019 academic year, which places VCU in the mid-range for graduate student stipends among high research universities. In part, the Graduate School increased stipend levels by reducing the number of stipend-supported graduate student assistantships (GSAs) to free up necessary funds.

While these three initiatives remain key to addressing this issue, our focus under the new strategic plan has expanded to include other means of targeting student debt by identifying new sources of revenue to support increased funding for financial aid and by speeding time to degree and improving access through new online programs and expanded enrollment.

#### Expand Online@VCU

This initiative appeared in VCU's 2017 submission as priority #8. It has been incorporated into the institution's second highest priority as a long-term source of incremental revenue through additional enrollment. In the short-term, it will also serve to expand course offerings and ease accessibility year-around particularly for undergraduate students who are seeking ways to speed their time to degree.

VCU's new executive director of online programs arrived July 2017 and has been working to build out infrastructure, identify and prioritize programs and courses to add to the Online@VCU portfolio, work with faculty to design and deliver new courses and

programs, and engage with a third-party vendor to help market and recruit, and to supplement internal design efforts.

### Grow Out-of-State and International Enrollment

As of fall 2017, only 14% of VCU's student enrollment reflected out-of-state residency. This is in stark contrast to VCU's R1 and Tier III Commonwealth peers, whose out-of-state/international enrollment ranges from 20% at GMU and 34% at Virginia Tech to 39% at UVA and William & Mary. Any growth in non-resident enrollment generates significant incremental tuition revenue and is a key component to VCU's goal of ever-expanding need-based financial aid, particularly for in-state undergraduate students. VCU recently contracted with a third-party pathway provider to help recruit and prepare international students. The program calls for a modest start, with up to 75 new students estimated to enroll fall 2020. Even this nominal growth would generate \$.8 million in new tuition revenue and provide a valuable source of incremental funding to VCU's strategic priorities.

### **3. Provide annual salary increases to faculty and university and academic professionals**

This priority ranking remains unchanged from VCU's 2017 submission for the 2018-2020 biennium.

VCU's goal remains an increase to the 60<sup>th</sup> percentile of our national peers and/or faculty salaries comparable to the Commonwealth's research universities. To continue progress towards that goal, as well as to maintain market competitiveness for other types of employees, VCU has included a 3%, merit-based increase for all eligible Teaching and Research (T&R) faculty in both FY19 and FY20 along with incremental funding to support normal promotion in rank for its full-time faculty. While the university's goal was to provide merit increases effective with the launch of the fall 2018 academic term, budget limitations resulted in moving the effective date back to November 10, 2018. The State's budget calls for a 2% merit increase in FY20, and VCU will fund the additional 1% increase internally.

Effective January 1, 2018, the university established a new employee group, University and Academic Professionals (UAP), as part of the Great Place Human Resources (HR) Redesign initiative launched in FY17, allowed as part of its Tier III status within the Commonwealth. The new group includes most non-teaching and research employees. VCU has included a 1.5% annual merit increase for eligible UAP employees for FY19 yet moved the effective date back to November 10, 2018 because of budget limitations. The State has budgeted a 2% merit increase for FY20.

Under its new HR plan, VCU no longer hires classified staff. Any classified staff hired at VCU before July 1, 2016 had a choice during the FY18 enrollment period to move to the new employee category or to remain under the State's HR plan as a member of the classified employee category. VCU assumes any salary increases for this employee category would

reflect the State's decision to fund salary increases. At this time, the State's FY20 budget includes a 4% increase for classified employees with greater than three years of service.

As identified in its 2017 Part II narrative, VCU employed approximately 650 teaching adjunct faculty in FY18, whose per Student Credit Hour (SCH) pay scale ranged widely across various academic disciplines. Academic leadership, represented by the Office of the Provost and Faculty Senate, identified adjunct salaries as a priority and committed to creating a minimum SCH rate of \$1,000 in FY 2019, with the goal of increasing this minimum amount to \$1,100 in FY 2020. [Note: funding for this priority appears on Line 68 of the Academic-Financial worksheet since there was no applicable reference to adjunct faculty salary increases elsewhere on the worksheet.

#### **4. Implement Relevant Experiential and Applied Learning (R.E.A.L.) activities and measure impact**

This priority remains unchanged from VCU's 2017 submission of its six-year plan for the biennium. Funding from reallocated dollars in FY19 reflect the costs to hire an Associate Vice Provost for R.E.A.L. initiatives.

#### **5. Enhance the university culture supporting student success (Revised)**

This priority formerly appeared as "strengthen timely degree completion..." and has been revised to reflect a key student success goal called out in VCU's new strategic plan. The revision recognizes that student success is more than graduating on time. It speaks to establishing a collective culture among faculty, staff and students where student success is a driver of day-to-day activities as well as critical to long-range planning and prioritizing new initiatives.

VCU has made significant gains in both its four and six-year graduation rates since the launch of its current strategic plan, Quest for Distinction. Between FY 2012 and FY 2017, our six-year graduation rate increased from 30% to 45% while our six-year graduation rate rose from 54% to over 62%. We are on track to push both our four-year and six-year graduation rates even higher in FY 2018, although final data will not be available until late summer. Given the high percentage of undergraduate students enrolled at VCU with significant financial aid needs, every small gain in improving our degree completion rate translates to lower cumulative education costs and, over time, a drop in student debt. While we are proud of the gains our students have made in this student success measure, we are committed to shortening average time to degree and strengthening our overall completion rates.

Key components of VCU's success in strengthening timely degree completion have been through a combination of intensive advising and an expanded focus on student engagement strengthened by targeted investments in new technologies. During the new biennium, VCU will continue to emphasize these two areas as important strategies to drive completion

gains. Priorities remain unchanged since submission of our 2017 six-year plan, although planned funding levels have changed in some areas.

#### Enhance student advising

VCU's Office of Academic Advising launched a 3-year plan in FY 2016 to not only create centralized advising leadership in each college, but to also add a significant number of professional advisors across all colleges/schools to improve advisor : student ratios and to empower faculty to focus on enhanced mentoring. Funding shortfalls caused by unanticipated State reductions in early FY 2017 led to the cancellation of new hires originally planned for fall 2017. The university shifted the timing of the plan forward by one year, including support for 12 new advisors in fall 2017 for the College of Humanities and Sciences and an additional 13 positions in fall 2018. This brings Academic Advising's restructuring initiative to its 3-year goal. These new positions are funded by a combination of tuition revenue and reallocation funding.

#### Expand student support technology

VCU is heading into the third year of a 3-year contract with the Education Advisory Board (EAB) for its student success management system, SSC Campus, a comprehensive software platform that creates a care network around the student and includes data analytics and tools that link staff, faculty, advisors and students in a connected and coordinated network. Academic advisors can create individualized student success campaigns based on these analytics, as well as current performance indicators (repeated courses, high DFW rates, etc.). The platform also incorporates student services like tutoring, career services, study abroad, military student services, TRIO, and other units across campus – to interact and refer students through the platform. The platform was used in FY 2018 to pilot VCU's early alert system, where faculty can push alerts to advisors of students in their courses who are struggling in their performance (attendance, test scores, study skills, etc.).

VCU negotiated with EAB to extend its contract for the SSC Campus platform another five years, beginning in FY 2020, and added a new technology, "Guide" to its portfolio. Guide is a student-facing mobile application that provides students with alerts and strategic planning from various units across campus that impact student retention (financial aid, registrar, student life, etc.) when and where they are most accessible – via mobile and web applications.

The Office of the Provost and Vice President for Academic Affairs is leading a new initiative focused on improving undergraduate course scheduling. The first phase of this initiative began fall 2017, working with a third-party vendor to assess current scheduling platforms, processes and gaps. It then continued with each academic unit developing projected course schedules that allow students to map out their degree progression free from barriers that commonly affect degree progression (seat availability, cancellations,

and course conflicts with other mandated courses in the major). A campus-wide clock schedule is nearly complete, enabling improved classroom utilization rates – thereby allowing the units to offer more classes at ideal times of the day. These systematic changes will allow students to use on-line mapping tools that merge degree requirements with semester planning guides – to ensure students can complete all courses in a 4-year timeframe.

#### **6. Build and sustain infrastructure to enhance diversity, inclusion and equity (Revised)**

This priority originally appeared as #1 “continue implementation and expansion of iCubed”. It now appears as a goal under Theme IV: Diversity Driving Excellence in VCU’s new strategic plan. The rationale for the strategic priority remains unchanged from VCU’s 2017 submission although funding sources have been modified to reflect the use of one-time funds in both FY 2019 and FY 2020 for faculty moving expenses and start-up costs provided by the academic units through reallocated dollars.

#### **7. Increase maintenance reserve (Revised)**

The priority ranking moved from #6 with VCU’s 2017 submission to #7 in its 2018 update. The rationale for this strategic priority remains unchanged.

#### **8. Address inequities to strengthen the health and well-being of Greater Richmond Residents**

This priority represents the consolidation of priorities #9 (implement Health Equity Plan) and #13 (expand, enhance and coordinate opioid abuse education, training and interventional programs). Inequities in health and well-being throughout Greater Richmond is a major concern identified by VCU, VCU Health and their broad range of community partners. VCU and VCU Health have made significant contributions to the regions health and well-being over the years, yet new strategic plans developed by both enterprises within the past year have set continued expansion of these efforts and other related efforts as a priority.

##### Health Equity Plan

Social determinants of health have a greater influence on the health of populations than health behaviors, genetics, or clinical care. Health inequities, high healthcare costs and poor quality of life for vulnerable populations are challenging issues encountered by various populations who reside in the Richmond region. VCU and VCU Health System are collaborating to address social determinants of health in a systematic way through their education, research and clinical care programs. The collaboration, launched in FY 2017, embraces the philosophy that students, faculty and staff should have an increased understanding of the social challenges that many vulnerable populations face along with tools to address drivers of social determinants of health. Resource requirements are associated with infrastructure – staff, communications and engagement support – and

funded from reallocation in the Office of the VP for Health Sciences and by contributions from VCU Health. Goals include:

- Intentionally introduce health equity issues to the current and future health workforce through training and educational activities in VCU schools and in VCU Health System clinical programs
- Expand high quality, high impact research and scholarly activities that address health inequities such as the Center for Society and Health
- Integrate health equity strategies into the VCU Health System's patient care programs, such as the Youth Injury Violence Prevention Program
- Expand community engagement opportunities for faculty, students and staff through initiatives that directly address health inequities

#### East End Health Education and Wellness Center

VCU and VCU Health are teaming with community partners to develop a health education and wellness center to serve the needs of Richmond's East End residents. The 5,600-square-foot-facility will include screening and consultation spaces, a community room, health education library, student and faculty space, and ample parking, security and lighting. The university has incorporated voices from the community into the planning process to create a sustainable initiative that reflects the needs of local residents. Most services will be provided at no cost by interdisciplinary teams of VCU faculty and students. As we anticipate this facility will create a dynamic inter-professional training ground for students and faculty, VCU's financial contribution to this effort over the current biennium reflects space lease costs for the facility. VCU Health's contributions appear on Part I Academic-Financial worksheet as incremental (non-tuition-based support).

#### Opioid abuse education, training and intervention programs

The U.S. Department of Health and Human Services reports that the nation is in the midst of an unprecedented opioid epidemic, with drug overdose deaths now the leading cause of injury death in the nation. Data from the Virginia Department of Health for 2013 identified more than 40,000 adults in the state's Medicaid program have a substance abuse disorder; more than half of Medicaid enrollees with a serious mental illness also have a substance abuse disorder. In 2016, then-Governor Terry McAuliffe and Virginia Health Commissioner Marissa Levine declared the opioid addiction crisis a public health emergency for the Commonwealth.

VCU and VCU Health have established a solid foundation of research, education and educational training, and interventional programs that have made advances in addressing the rising opioid abuse challenge. Examples include:

- Research – NIH funding for a 5-year \$1.9 million grant to develop new chemical entities to treat substance abuse disorders; independent analyses conducted by researchers within the Department of Health Behavior and Policy within the School of Medicine around opioid addiction as a national policy issue
- Public education – seminar on evidence-based addiction prevention strategies (winter 2016); town halls (spring 2017) with researchers, practitioners and members of the public discussing the latest research on substance abuse, treatment and mental health among young people
- Training – VCU offers an MS in Addiction Studies through the International Program in Addiction Studies it developed and leads in partnership with the University of Adelaide and King’s College London. In addition, specialized courses are offered by Rehabilitation Counseling (School of Allied Health Professions), Pharmacology and Toxicology (School of Medicine) and the School of Social Work. Third-year students in the School of Dentistry receive education on forms of addiction and treating patients who have addictions.
- Interventional programs – VCU and VCU Health launched a multidisciplinary pilot project in 2016 aimed at helping pregnant women with substance abuse disorders overcome their addictions and prepare for motherhood

For the next biennium, VCU will focus on closer integration of opioid abuse-related activities that span the education, research, service, and clinical missions of the university and its affiliated health system, and on expanding the range of offerings and reach of these services.

#### **9. Strengthen support for Massey Cancer Center (Revised)**

This priority ranked #7 in VCU’s 2017 six-year plan submission. The rationale for incremental state support in FY 2020 remains unchanged, with any additional state-provided funds applied to expand faculty lines and essential research infrastructure positions to grow clinical trials. VCU did not receive additional state funding for Massey Cancer Center (Massey) as part of its FY 2019 appropriation yet retained a \$12.5 million appropriation in support of current operations.

#### **10. Increase number of full-time T&R faculty**

A key priority for the institution remains strategic additions to its full-time Teaching and Research (T&R) faculty, with a particular emphasis on adding new tenured/tenure track (T/TT) faculty whenever possible. This priority remains unchanged from VCU’s 2017 submission, although the Part I worksheet reflects modifications based on funding availability. The FY 2019 plan now calls for adding four full-time faculty lines – two tenure track and two term funded by tuition dollars – to support the Robertson School of Media and Culture’s reaccreditation process. The FY 2020 plan identifies recruiting 11 new T/TT track faculty and converting 3 current term faculty to T/TT positions, all within the College

of Humanities and Sciences (College). These new positions are a critical priority described in the College's new six-year plan to enhance student success.

#### **11. O&M for new facilities**

O&M for new facilities includes the anticipated substantial completion (time when the University assumes operational control) of the Allied Health (School of Health Professions) Building in the 4th quarter of Fiscal 2019. The amounts include facilities operating costs to include utilities costs. (Note: as per SCHEV instructions, we have included only the tuition-supported share of O&M costs (50%) in the Part I workbook. The balance, while not appearing on this spreadsheet, will be included on the SCHEV Survey of Operation and Maintenance Costs for New E&G and Research Facilities (FY2018-20) to be submitted in July.)

#### **Unavoidable expenses in FY19 and FY20**

VCU did not include dollar amounts associated with key unavoidable expenses for the biennium in its Part I submission in June 2017. These expenses do appear in 2018 Academic Financial worksheet in Part I. They total \$4.5-5.8 million for each year of the biennium, with \$4 – 5.7-6 million funded from tuition revenues, and include the following items:

- Library enhancement
- Fringe/health insurance benefits increase and VRS ORPHE Surcharge
- Safety and security enhancement

### **E. Tuition Rate Increases**

The variance in the planned tuition rate change for FY2018-2019 highlights a number of issues related to known difficulties in planning and reporting for an institution as complex as VCU.

- As noted above, the 2017 plan included one of VCU's most urgent needs: salary increases for faculty and staff. As no increase was forthcoming from the state, VCU sought to address the chronic underfunding with an increase of 3% for faculty and 1.5% for university staff. (As noted above, in order to reduce the impact on tuition, this increase will be delayed until November.) Cost above 2017 six year plan: \$1.8M
- The plan, as submitted last year, was focused on strategic and significant priorities – and could not be considered as a comprehensive budget inclusive of more structural and operational needs. These omitted but necessary funding needs included:
  - Increased contractual costs – while these annual costs (including utilities, library journals, contractual staffing) cannot be considered strategic in nature, they must be funded. Cost above 2017 Plan: \$1.0M
  - Fringe rate changes – directions from SCHEV indicated that fringe rate changes should not be included. Cost above 2017 Plan: \$3.7M

- The FY2019 budget adopted this past May was based on a new all-funds approach to meeting needs and is reflected in over \$2.6M of additional reallocation funds in the updated six year plan. These funds have been directed towards meeting VCU’s highest priorities including initiatives to support student success and decrease student debt while not impacting tuition.

## **F. Contributions to Economic Development**

Enacted by the State General Assembly during its 2017 session, House Bill 515 called for each institution of higher education to describe its contributions to stimulate the economic development of the Commonwealth and the region where it is located as a component of its institutional six-year plan.

In January 2017, President Michael Rao announced the results of the university’s most recent economic impact study, conducted by VCU’s Center for Urban and Regional Analysis (CURA). The final report, *VCU’s Impact on the Region: Talent, Innovation and Collaboration*, highlighted the following:

- Total economic impact of \$4 billion within the metropolitan statistical area (Richmond MSA) and \$5.9 billion within the Commonwealth
- 47,000 jobs within the MSA and 63,000 across the Commonwealth
- A total Richmond regional multiplier of 3.7 – for every dollar that VCU spends in the metropolitan area, the region experiences a total economic impact of \$3.70, while the Commonwealth at large experiences a 3.2 multiplier effect

More details are provided in VCU’s 2018 Part I submission (under the Economic Development tab) describing a broad array of initiatives and impact levels. Selected contributions to economic development stimulation appear below:

- a. University-led or public-private partnerships – examples include:

VCU has been a major driver of real estate development and community transformation around both of its campuses – Monroe Park and Health Sciences – as well as along the downtown corridor. VCU’s Institute for Contemporary Art, dedicated to contemporary visual art, design music, performance and film opened in April 2018 at the corner of Broad and Belvidere. In May 2017, VCU broke ground at 600 N. 10<sup>th</sup> St. on a new 154,000 GSF building for its renowned College of Health Professions. This building is progressing ahead of schedule with completion anticipated by early January 2019. The VCU Board of Visitors approved the institution’s first public-private partnership in spring 2016 for a \$96 million project to replace the Gladding Residence Center on its Monroe Park campus. The new 1,500-bed residence hall will welcome its first student residents in mid-August 2018 at the start of the fall term. The university broke ground on its newest building, the College of Engineering’s research expansion, in early June 2018. This 131,000 GSF space is scheduled for completion by July 2020.

b. State industries to which VCU’s research efforts have direct relevance – some highlights include:

Research conducted by VCU faculty under State-funded grants from numerous agencies totaled \$26.7 million for FY 2017. The university’s greatest impact from its research efforts on state industries likely comes from health-related research. One of VCU’s crown jewels in this arena is the Massey Cancer Center, one of just two NCI-designated cancer centers within Virginia. Massey’s top-caliber physician-scientists continue to discover many exciting cancer breakthroughs, and its innovative clinical trials are advancing promising discoveries found in its laboratories and bringing them bedside to patients.

One of VCU’s long-standing and collaborative efforts on the regional impact front comes from the Center on Society and Health (Center). Chartered by the VCU Board of Visitors in 2007, its mission is to raise awareness about the factors outside of health care that shape health outcomes and to explore ways to improve population health and wellbeing. The Center is a unique, talent-rich, and highly visible resource for the translation of science to inform policy and programs affecting health at the national, state, and local levels. It combines user-oriented research with policy outreach, stakeholder and community engagement, and strategic communication. It maintains vibrant relationships with partners throughout the state, from local residents to policymakers, government agencies, private organizations, service providers, the business community, and other researchers who share an interest in community health and wellbeing. Its products target a wide, non-technical audience of decision-makers and practitioners in health, government, non-profits, and the sectors outside health that shape it. More about the Center is available at <http://societyhealth.vcu.edu/>.

The Center’s work aligns closely with the mission of SCHEV, to support institutions that “lead state-level strategic planning and policy development and implementation based on research and analysis” and that “facilitate collaboration among institutions of higher education.” Its partnerships with colleges and schools at VCU and with other academic institutions throughout the Commonwealth provide policy-relevant data and research findings to support decisions made on matters of health care, education, the economy, housing, transportation, and other health-related sectors. The Center also helps recruit expert faculty and researchers, facilitates collaborations across Virginia government institutions and institutions of higher education, mentors and supports future health equity leaders through internships and assistantships, disseminates community-engaged scholarship, and assesses community-identified assets and needs. It is uniquely positioned to expand the research enterprise of Virginia universities and positively affect the health and wellbeing of the Commonwealth.

c. High-impact programs designed to meet the needs of local families, community partners and businesses – examples include:

VCU and VCU Health System are teaming with community partners to develop a health education and wellness center (HEWC or Center) that will serve residents of Richmond's East End. The Center will be located at the intersection of Nine Mile Road and 25<sup>th</sup> Street as part of a larger redevelopment initiative. It will complement Bon Secours' Sarah Garland Jones Center, which is already in the area. More than 15 VCU and VCH Health academic and clinical units have signed up to offer services and programming at the Center, making it an inter-professional training ground for students and faculty. Teams will work together in the center to provide assessments and screenings, nutrition outreach, care coordination, referrals to community providers and organizations, and research and evaluation. Most services will be provided at no charge by interdisciplinary teams of VCU faculty and students who are working either as a community service activity or as part of their academic program.

VCU's Division of Community Engagement (DCE) undertook a project to identify and categorize university-community partnerships. This effort identified over 1,000 such partnerships, 46% of which are focused on the Richmond MSA, 56% tied to education – predominantly K-12 - and 34% geared towards health access. Subsequently, DCE has launched The Community Network, VCU's community-engaged partnership map. The map provides a visual database of activities that occur through university-community partnerships via research, teaching, service/outreach, and patient care.

Key areas of engagement include initiatives geared towards early childhood development, economic and workforce development, K-12 education, criminal justice and public safety, and health and wellness. A full list of programs is at <http://communitynetwork.vcu.edu/>

d. Business management / consulting assistance

Faculty and students throughout VCU provide a wide range of consulting and management to Richmond businesses. Examples of some of these services include:

- School of Business – faculty have participated in externship programs with placements at local corporations in the financial and energy sectors. Business students have learned to prepare income tax returns and subsequently volunteered to assist low-income families in the Richmond area
- daVinci Center – an average of five teams of 5-6 students, under the guidance of a faculty advisor and a project manager, design and conduct undergraduate product innovation projects each academic year as part of their curriculum. These projects engage with regional and national businesses and organizations to provide insights, identify needs and build solutions
- L. Douglas Wilder School of Government and Public Affairs – the school offers a range of consulting services under various institutes and laboratories. These include the Performance Management Group, the Center for Urban and Regional

Analysis, the Commonwealth Educational Policy Institute, the Grace E. Harris Leadership Institute, the Office of Public Policy Outreach, and the Survey and Evaluation Research Laboratory

- Innovation Gateway (IG) began in 1994 to protect and commercialize valuable VCU inventions and creations. IG broadened its mission and activities in 2014 to add a commitment to enhancing the overall culture of entrepreneurship at VCU and contributing to the growth of the region's innovation ecosystem to its mission. In FY 2017 alone, IG helped launch three new start-ups